

Department of the Army
Headquarters, United States Army
Training and Doctrine Command
Fort Monroe, Virginia 23651-1047

*TRADOC Regulation 600-11

8 April 2005

Personnel-General
EQUAL OPPORTUNITY ACTION PLAN

Summary. This regulation presents the U.S. Army Training and Doctrine Command (TRADOC) Equal Opportunity Action Plan (EOAP). It sets forth the goals, responsibilities, and policies that support the Department of the Army (DA) Equal Opportunity Program. The TRADOC EOAP is a management document; it fulfills a specific DA requirement that major Army commands (MACOMs) develop and publish a comprehensive EOAP for soldiers. An EOAP is required for all Army organizations, commands, and agencies, to include brigade (or equivalent) level.

Applicability. This regulation applies to all TRADOC commands, agencies, and activities.

Supplementation. Supplementation of this regulation is not authorized.

Forms. Prescribed forms are found at the back of the regulation and are also available on the TRADOC homepage.

Suggested improvements. The proponent of this regulation is the Deputy Chief of Staff for Personnel, Infrastructure, and Logistics. Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Commander, TRADOC (ATBO-BP), 5 North Gate Road, Fort Monroe, VA 23651-1048. Suggestions may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

Internal control systems. This regulation is not subject to the requirements of AR 11-2. It does not contain internal control provisions.

Availability. This publication is only available on the TRADOC homepage at <http://www.tradoc.army.mil/tpubs/regndx.htm>

*This regulation supersedes TRADOC Reg 600-11, 1 September 1994, and TRADOC Form 396-R, October 1988.

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1. Purpose. This TRADOC EOAP sets forth the goals and objectives of the Commanding General (CG), TRADOC and staff agencies which constitute equal opportunity (EO) actions in support of the DA EO Program. The objectives of the EOAP are-

a. Monitor structural imbalances that have EO implications and correct where possible.

b. Foster a command climate that provides opportunity for growth and effective utilization of individual capabilities.

c. Place the responsibility for EO actions with the commanders and heads of staff agencies who implement the action through their functional managers, to infuse positive actions into the traditional management system.

d. Reinforce EO as an obligation of leadership and function of command to ensure fairness, justice, and equity for all soldiers, regardless of race, color, national origin, gender, or religion.

e. Provide a mechanism to assess the TRADOC EO program.

2. References. [Appendix A](#) contains required publications and prescribed and referenced forms.

3. Explanation of abbreviations. The glossary contains abbreviations used in this regulation.

4. Responsibilities.

a. Headquarters, TRADOC, Deputy Chief of Staff for Personnel, Infrastructure, and Logistics (DCSPIL) will-

(1) Provide CG, TRADOC with a formal assessment of EOAP goal attainment.

(2) Maintain a general staff responsibility for the development, publication, review, and management of the TRADOC EOAP.

(3) Assist proponents and special staff with initiatives within functional areas.

(4) Ensure submission of TRADOC EOAP to Headquarters, Department of the Army (HQDA), Deputy Chief of Staff, G-1 (DAPE-HR-L), 300 Army Pentagon, Washington, DC 20310-0300 for review.

b. Proponents and special staff will-

(1) Have staff responsibility for EO matters falling within their functional areas.

(2) Develop goals and reporting procedures for EO actions described in [appendix B](#).

(3) Manage functional areas of responsibility to identify those areas where discrimination exists. Upon identification of discrimination, take appropriate actions to remedy the situation, where possible.

(4) Collect data in functional areas. Provide DCSPIL, Military Personnel Support Division, EO Branch, necessary data by 20 October each year.

(5) Prepare graphic and/or statistical analysis of data to determine if-

(a) Equal Opportunity Action Plan goal is still relevant or requires revision.

(b) There is a requirement for a change in policy or procedure.

c. Equal Opportunity Branch, DCSPIL will-

(1) Coordinate the revision and update of EOAP, as required.

(2) Analyze goal assessment and recommend revisions where appropriate.

d. Commanders, TRADOC major subordinate commands (MSC) and agencies will-

(1) Ensure an EOAP exists for each command, separate unit, agency, and activity, brigade or equivalent level and higher. Headquarters TRADOC is the waiver authority for this requirement.

(2) Ensure development of plans to support and achieve designated goals. These goals must include, but are not limited to, DA goals listed in DA Pam 600-26, paragraph 2-13. Specific goals for TRADOC are found in [appendix B](#), below. Commanders at brigade level or higher need to develop goals to support specific local needs/problem areas. Additional topics for consideration could include, but are not limited to, EO training, personnel actions (for example, awards and promotions), unit Staff Assistance Visits, etc.

(3) Ensure EOAP includes plans for executing TRADOC EOAP goals number 5, 6, and 7 (see [app B](#), below).

(4) Send copy of new or revised EOAP to Commander, TRADOC (ATBO-BP), 5 North Gate Road, Fort Monroe, VA 23651-1048.

(5) Ensure an annual review of the EOAP.

5. Policy. It is the policy of TRADOC to provide EO and treatment for soldiers and their families without regard to race, color, gender, religion, or national origin. This plan directs positive actions in support of this policy. It reflects the high priority afforded these important tasks and the commitment of TRADOC to achieve EO goals.

6. Reporting requirements.

a. The MSC commanders will submit the following reports to Commander, TRADOC (ATBO-BPE), 5 North Gate Road, Fort Monroe, VA 23651-1048. Reports will outline actions, achievements, and shortfalls, to include actions programmed to correct existing problems or conditions. Submit the Quarterly Narrative and Statistical Report NLT 20 days following the end of the quarter. This is a two-part report which consists of:

(1) Complaint Information (including a synopsis of the case), the Command Profile (Key Positions), Equal Opportunity Representative (EOR) listing, Unit Assessment, Training Assessment, Upcoming Training, and Monthly Report submitted via the EO database.

(2) Command Profile, Uniform Code of Military Justice, Punitive Discharges, and Administrative Discharges submitted via the Staff Judge Advocate database.

b. Headquarters, TRADOC staff agencies with proponent responsibilities will collect, monitor, and analyze the report.

7. Goal development.

a. The functional area proponent is ultimately responsible to monitor, review, and analyze each goal. The assignment of more than one proponent to each goal, however, does not limit ownership to the proponent(s).

b. Develop goals to support all aspects of the HQDA EO Program. Requirements for EO actions may arise from a need to manage, assess, and report on the status of minority and female soldiers. However, do not limit goals to statistical analysis. Any EO-related area may become a goal (for example, training).

8. Goal revision. Equal Opportunity Action goals require constant revision. Discard achieved goals that are no longer relevant. Goals sometime become obsolete, overcome by events, or simply not achievable. Headquarters TRADOC proponents will review each goal and decide to maintain, revise, or delete the goal.

9. Review and analysis.

a. Proponents will review their goal status and statistical analysis. Include recommendations for change (additions, deletions).

b. Proponents will provide a written annual review of goals to DCSPIL EO Branch not later than 20 October each year.

10. Measurement.

a. Measure quantifiable goals in order to-

(1) Identify trends.

(2) Highlight differences or discrepancies.

b. Present nonquantifiable goals in narrative.

11. Equal Opportunity Action Plan goal format. Use TRADOC Form 600-11-1 (Equal Opportunity Action Plan) to document goals. An explanation of the format elements of the EOAP follows:

a. Subject: General area or title.

b. Number: Sequence (1, 2, 3. . .).

c. Goal: Statement of intent on the part of the commander/staff director which represents a desired end to attain.

d. Basis for goal: The source that established the requirement for the goal - DA, TRADOC, local intent, or other guidance.

e. Positive actions: The activities' steps or initiatives to ensure EO to all soldiers and their families.

f. Milestones:

(1) Arrange milestones in a timetable format to facilitate management effort. They are not ceilings, nor base figures to reach at the expense of requisite qualifications. In EO efforts, milestones are not quotas.

(2) Ensure milestones are realistic and attainable with "good faith" effort; time phased; measurable; and within the span of control or responsibility of the commander who will sign the EOAP.

(3) Milestone development responsibilities and positive action goal accountability rests with the proponent.

g. Proponent: The proponent block must reflect a specific agency designated for each EOAP goal. The command or staff agency must have the resources and authority to control or influence the outcome of the goal.

Appendix A References

Section I Required Publications

[AR 600-20](#)

Army Command Policy

[DA Pam 600-26](#)

The Department of the Army Affirmative Action Plan

Section II Prescribed Forms

TRADOC Form 600-11-1

Equal Opportunity Action Plan

Appendix B TRADOC Equal Opportunity Action Goals

B-1. Development. Guidance found in DA Pam 600-26, paragraph 2-13, is the basis for development of TRADOC goals.

B-2. Specific goals. The TRADOC goals are as follows: Command Profile ([fig B-1](#)); Officer Commissioning Programs: Officer Candidate School (OCS) and U.S. Army Military Academy Preparatory School (USAMAPS) ([fig B-2](#)); Military Justice ([fig B-3](#)); EO Program Staffing ([fig B-4](#)); Annual MACOM Equal Opportunity Advisor Training/Workshop ([fig B-5](#)); Training and Assignment Opportunities ([fig B-6](#)); and Institutional and Unit Training ([fig B-7](#)).

| EQUAL OPPORTUNITY ACTION PLAN | |
|--|---|
| (For use of this form, see TRADOC Reg 600-11. The proponent is DCS PIL.) | |
| SUBJECT: COMMAND PROFILE | NUMBER: 1 |
| GOAL(S): Provide demographics of the command. | |
| BASIS FOR GOAL(S): DA Pam 600-26 | |
| POSITIVE ACTIONS | MILESTONES |
| 1. Determine and report the composition of the command by rank, Racial Ethnic Designation Category (REDCAT), and gender. | 1. Quarterly by 20 Jan, 20 Apr, 20 Jul, 20 Oct. |
| PROPONENT: EO Database | |

Figure B-1. TRADOC EO Action Goal #1

| EQUAL OPPORTUNITY ACTION PLAN | |
|--|---------------------|
| (For use of this form, see TRADOC Reg 600-11. The proponent is DCS PIL.) | |
| SUBJECT: OFFICER COMMISSIONING PROGRAMS (OFFICER CANDIDATE SCHOOL (OCS)) AND US MILITARY ACADEMY PREPARATORY SCHOOL (USAMAPS) | NUMBER: 2 |
| GOAL(S): Ensure all qualified individuals are encouraged to apply and are considered for acceptance without regard to race or gender. | |
| BASIS FOR GOAL(S): DA Pam 600-26 | |
| POSITIVE ACTIONS | MILESTONES |
| 1. Encourage qualified soldiers to apply for officer commissioning programs. | 1. Periodic review. |
| PROPONENT: DCSOPS&T | |

TRADOC Form 600-11-1, Feb 05

Figure B-2. TRADOC EO Action Goal #2

| EQUAL OPPORTUNITY ACTION PLAN | |
|---|------------------------|
| If for use of this form, see TRADOC Reg 600-11. The proponent is DCS PIL.) | |
| SUBJECT: MILITARY JUSTICE | NUMBER: 3 |
| GOAL(S): Ensure that all soldiers are treated equitably by monitoring the administration of military actions by REDCAT and gender. | |
| BASIS FOR GOAL(S): DA Pam 600-26 | |
| POSITIVE ACTIONS | MILESTONES |
| 1. Develop and report data by REDCAT and gender on each of the following military justice actions: <ul style="list-style-type: none"> a. Article 15. b. Summary courts-martial. c. Special courts-martial. d. General courts-martial. e. Punitive discharges approved by general courts-martial convening authority. | 1. Annually by 20 Oct. |
| PROPONENT: Staff Judge Advocate | |

TRAD OC Form 600-11-1, Feb 05

Figure B-3. TRADOC EO Action Goal #3

| EQUAL OPPORTUNITY ACTION PLAN <small>(For use of this form, see TRADOC Reg 600-11. The proponent is DCS PIL.)</small> | |
|---|---|
| SUBJECT: EO PROGRAM STAFFING | NUMBER: 4 |
| GOAL(S): Maintain 100 percent fill of Defense Equal Opportunity Management Institute (DEOMI) trained Equal Opportunity Advisor (EOA) positions within TRADOC. | |
| BASIS FOR GOAL(S): AR 600-20, DA Pam 600-26, and MACOM Authorization Documents. | |
| POSITIVE ACTIONS | MILESTONES |
| 1. TRADOC EO coordinate with U.S. Army Human Resources Command (HRC) 3 months prior to DEOMI class start date to fill projected vacancies. 2. Provide names, class dates, and installation assignments from HRC. 3. Installations will notify TRADOC, DCS PIL (EO Branch) of any unprogrammed losses. | 1. As required IAW DEOMI classes. 2. As required IAW DEOMI. 3. As required. |
| PROPONENT: EO | |

TRADOC Form 600-11-1, Feb 05

Figure B-4. TRADOC EO Action Goal #4

| EQUAL OPPORTUNITY ACTION PLAN | |
|--|--|
| If for use of this form, see TRADOC Reg 600-11. The proponent is DCS PIL.) | |
| SUBJECT: ANNUAL MACOM EQUAL OPPORTUNITY ADVISOR TRAINING/WORKSHOP | NUMBER: 5 |
| GOAL(S): Conduct annual EOA training/workshop with video teleconference (VTC) follow-up to ensure all TRADOC EOAs understand their duties and responsibilities. | |
| BASIS FOR GOAL(S): TRADOC requirement - To provide professional development and standardize procedures. | |
| POSITIVE ACTIONS | MILESTONES |
| 1. Select conference/workshop site and dates. Develop agenda. Select/invite guest speaker(s). Publish and distribute agenda. 2. Conduct conference/workshop. | 1. 1st Quarter annually. 2. 3rd Quarter annually. |
| PROPONENT: EO | |

TRAD OC Form 600-11-1, Feb 05

Figure B-5. TRADOC EO Action Goal #5

| EQUAL OPPORTUNITY ACTION PLAN (For use of this form, see TRADOC Reg 600-11. The proponent is DCS PIL.) | |
|---|--|
| SUBJECT: TRAINING AND ASSIGNMENT OPPORTUNITIES | NUMBER: 6 |
| GOAL(S): Provide equal training and career assignment opportunities by removing gender based barriers, where possible. | |
| BASIS FOR GOAL(S): Verbal orders of the CG, TRADOC | |
| POSITIVE ACTIONS | MILESTONES |
| 1. Eliminate Table of Distribution and Allowance (TDA) position codes and military occupational specialty (MOS) & specialty designators that bar assignment of females, where possible. <ul style="list-style-type: none"> a. Identify positions which appear to be coded to deny assignment of females without justification (Lead-DCSRM). b. Publish MACOM policy for first sergeant positions based on MOS/gender mix training base assignments (Lead-DCSPIL/DCSOPS&T). c. Change TDA (Lead-School Commandants). d. Monitor/enforce policy (Lead-DCSOPS&T). 2. Fully integrate training for initial entry training soldiers (Lead-DCSOPS&T). | 1a. To be determined (TBD). 1b. TBD. 1c. TBD. 1d. TBD. 2. TBD. |
| PROPONENT: DCSPIL, DCSRM, DCSOPS&T | |

TRADOC Form 600-11-1, Feb 05

Figure B-6. TRADOC EO Action Goal #6

| EQUAL OPPORTUNITY ACTION PLAN <small>(For use of this form, see TRADOC Reg 600-11. The proponent is DCS PIL.)</small> | |
|---|--|
| SUBJECT: INSTITUTIONAL AND UNIT TRAINING | NUMBER: 7 |
| GOAL(S): Implement effective equal opportunity training to include prevention of sexual harassment (POSH) training in institutional and equal opportunity representative (EOR) training courses and units. | |
| BASIS FOR GOAL(S): AR 600-20 | |
| POSITIVE ACTIONS | MILESTONES |
| 1. Evaluate EO/POSH training in institutional training courses, units stationed on TRADOC installations and training for permanent party (Lead-HQ TRADOC, Assist-Soldier Support Institute (SSI) and School). 2. Update training support packages for institutional training, EOR training course, and unit training (Lead-SSI). 3. Develop senior leader training. | 1. Annually. 2. Biennially as required. 3. Annually. |
| PROPONENT: DCSOPS&T, SSI | |

TRAD OC Form 600-11-1, Feb 05

Figure B-7. TRADOC EO Action Goal #7

Glossary

| | |
|----------|---|
| CG | Commanding General |
| DA | Department of the Army |
| DCSOPS&T | Deputy Chief of Staff for Operations and Training |
| DCSPIL | Deputy Chief of Staff for Personnel, Infrastructure, and Logistics |
| DCSRM | Deputy Chief of Staff for Resource Management |
| DEOMI | Defense Equal Opportunity Management Institute |
| EO | equal opportunity |
| EOA | Equal Opportunity Advisor |
| EOAP | Equal Opportunity Action Plan |
| EOR | Equal Opportunity Representative |
| HQDA | Headquarters, Department of the Army |
| HRC | U.S. Army Human Resources Command |
| IAW | in accordance with |
| MACOM | major Army command |
| MOS | military occupational specialty |
| MSC | major subordinate command |
| OCS | Officer Candidate School |
| POSH | prevention of sexual harassment |
| REDCAT | Racial Ethnic Designation Category |
| SSI | Soldier Support Institute |
| TBD | to be determined |
| TDA | Table of Distribution and Allowance |
| TRADOC | U.S. Army Training and Doctrine Command |
| USAMAPS | U.S. Army Military Academy Preparatory School |
| USARPAC | U.S. Army Pacific Command |
| VTC | video teleconference |

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